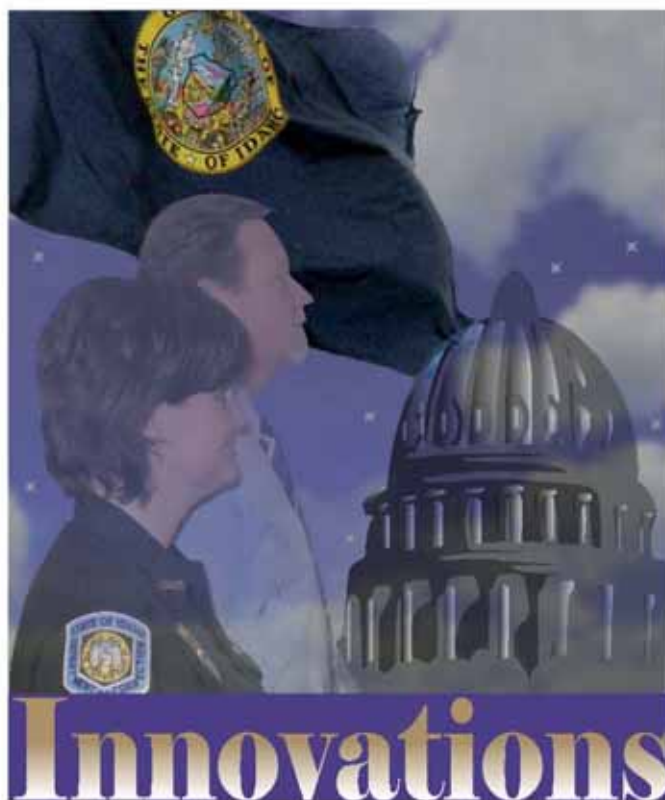


IDAHO DEPARTMENT OF CORRECTION

ANNUAL REPORT **Fiscal Year 2004**



Governor:
Dirk Kempthorne

Director:
Tom Beauclair



Board of Correction:

Ralph Townsend
Dwight Board
Carolyn Meline

Idaho Department of Correction

MISSION

Our mission is to protect the public.

We safely manage offenders, provide opportunities for offenders to change, and successfully return offenders to communities.

VISION

To develop an organization respected for its professional integrity and ability to protect its communities, where each person actively participates in offender accountability and readiness for change.

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Foreword



Director Tom Beauclair

Challenged by huge prison population growth, **Department of Correction professionals have reacted with flexibility and innovation during Fiscal Year 2004.**

Idaho added more than 1,000 offenders in prisons and community corrections last year. We reduced growth in the areas the Department can impact, avoiding millions of dollars in costs. We temporarily added inexpensive cots and tents to help manage 500 inmates added to a system already over capacity. These measures were cost effective but are just short term fixes to growth that will continue.

The new Offender Population Forecast indicates that the Department and our partners in the criminal justice system are shifting population growth, by moving appropriate offenders into community corrections. Even with these changes we **anticipate that 1,300 additional inmates** will enter Idaho prisons over the next four years.

Programs remain the most effective tool for impacting growth within the department and **keeping communities safe**. Programs are the most active step we can take to reduce recidivism. A national expert recognized the Department as a “**national leader** in assessing the risk and needs of offenders and operating Core Programs that will lead to reduced recidivism.” *Huskey Report*

- **Idaho is innovating programs.**

Despite population pressures the Department continued its systematic approach to standardize research-based programs statewide. We are committed to measuring the results of those programs.

- **Idaho is innovating new technology.**

A new information management system combines offender program information into one web-based database. Other states have already requested this cutting-edge system.

- **Idaho is innovating a Mental Health Coalition.**

This pioneering Coalition brings together many partners to bridge the gaps in mental health care for offenders. Expect to hear much more about this collaborative effort.

Growth remains the biggest challenge for corrections in Idaho. We remain committed to innovating solutions and collaborating to engage members of the community in this community issue. Long term solutions to growth are still needed.

I want to recognize and thank the Governor for his leadership, the Legislators for their support and interest in corrections and to acknowledge that we have many partners involved in the collaborative efforts that are innovating new solutions to old problems. Together, we will continue to build on a system that is recognized as innovating corrections solutions.

A handwritten signature in black ink, appearing to read "Tom Beauclair".

Population Growth

Prison Population Grows 8.4%

Idaho's growing prison population filled tents, cots and county jail beds. As Fiscal Year 2004 (FY04) ended, 6,312 offenders were incarcerated in Idaho. That equals 486 inmates added in one year.

The prison population exploded in April and May with an incarcerated growth of 254 offenders in just two months. This level of short-term growth is unprecedented in department history.

Quick Response

The growth of FY04 stressed a system that has been at capacity for two years. The Department quickly added 200 temporary beds.

Cots were placed at the North Idaho Correctional Institution in Cottonwood and the Pocatello Women's Correctional Center.

Tents helped manage extra offenders at South Idaho Correctional Institution and St. Anthony Work Camp.

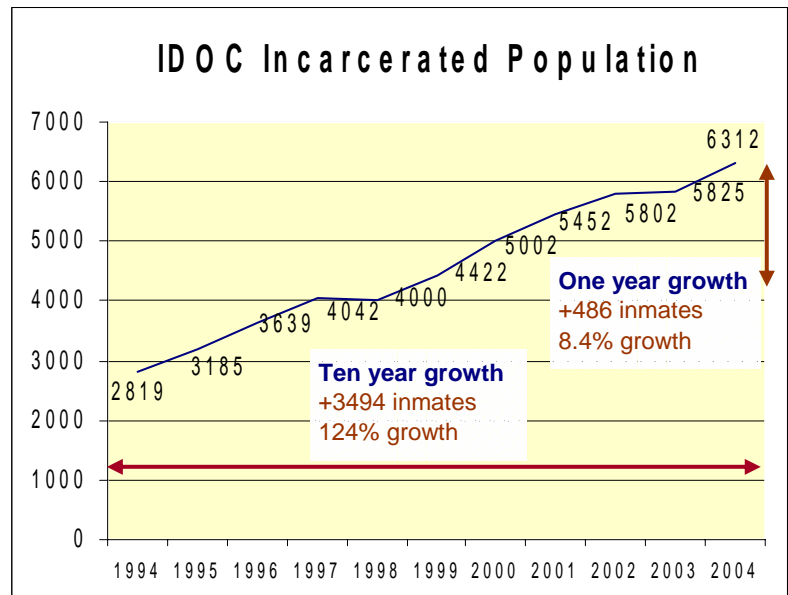
The added inmates still cost money. However, the temporary beds reduced supplemental funding needs by **\$1.1 million**.

County jail beds also continue to help absorb the growing population.

Innovations and Solutions

The cots and tents are very visible signs of a system under stress and over capacity. An external expert observed that "...due to this severe crowding, the state correctional system can not place inmates into facilities according to their risk, needs and classification status." (*The Program and Capacity Assessment-Huskey Report*)

In this Annual Report, the Department provides details on innovations that offer positive, long-term solutions.



Offenders overflowed into cots at the Cottonwood facility.



Tents stressed operations at the South Idaho Correctional Institution.

Growth Dynamics

What Caused Growth

Idaho's general population growth drives much of the increase in the prison population.

- **Idaho's population growth** accounts for approximately **half** of all new offenders admitted to prison.
- Admissions related to **recidivism** make up the balance of the prison population growth.
- **Length of stay** is another important factor in determining how many more beds the state will need in years ahead.

Drug Crimes

Admissions for drug crimes have increased by 50% since 1996. That growth rate is faster than any other crime group and nearly double the increase anticipated because of general population growth.

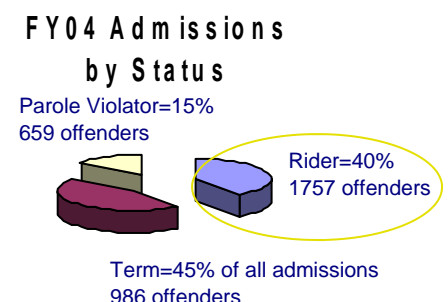
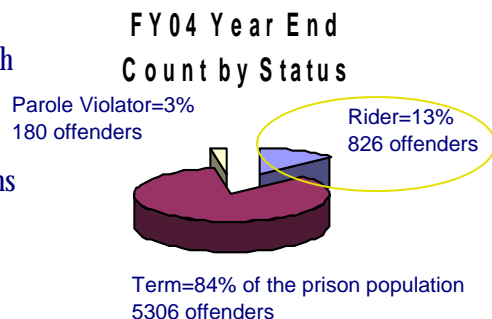
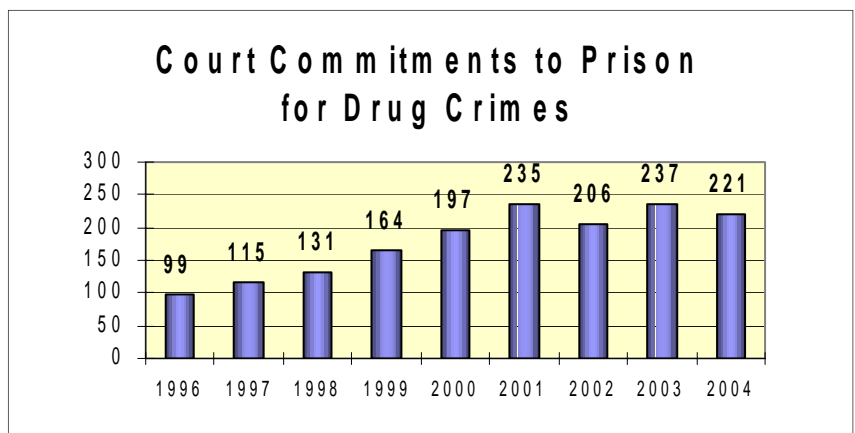
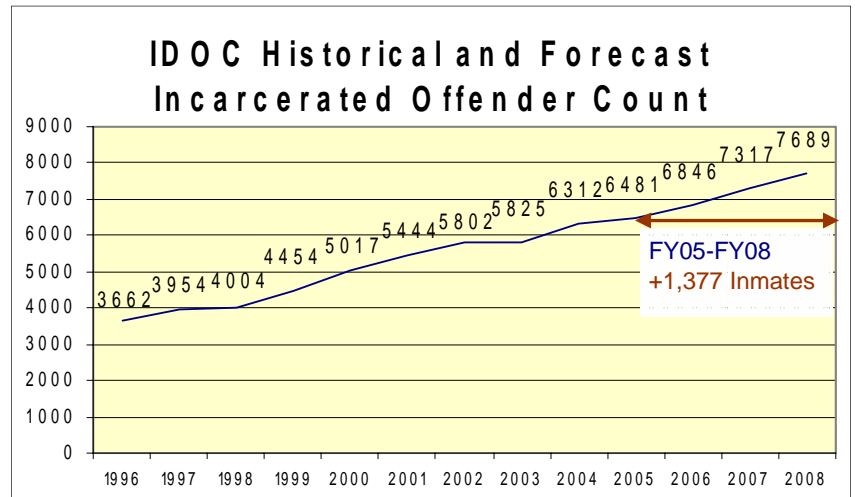
The property crime group has historically accounted for the largest number of admissions. *(A complete breakdown of admission by crime groups is available in the appendix.)*

Retained Jurisdiction

A surge of admissions to the retained jurisdiction (rider) program drove growth during the final months of FY04.

The charts to the right illustrate that riders accounted for 40% of all admissions to prison during the year but represent just 13% of the population.

Those on retained jurisdiction stay an average of 6.2 months. Inmates sentenced to term stay six times as long.



Cottonwood Cost Avoidance

Celebrating Success

When North Idaho Correctional Institution in Cottonwood marked its thirtieth anniversary there were many reasons to celebrate. The institution staff were honored for changes that have helped move more retained jurisdiction offenders through the system.

Length of Stay At Cottonwood	
2001-2002	138 days
2003	131 days
2004	124 days

Staff at Cottonwood and throughout the Department have streamlined and intensified programming. Today, NICI manages 30% more offenders than it did two years ago.



Warden Lynn Guyer (left) accepts a Distinguished Service Award for NICI staff. Board Member Carolyn Meline and Director Tom Beauclair applauded the staff's extra effort.

Program Improvements

Here are the ways in which staff at Cottonwood intensified programming and shortened the length of stay.

- *A New Direction and Varied Level of Service* are 90-day intensive substance abuse treatment programs that offer programming at an intensified pace.
- Treatment hours were added.
- Judges receive more efficient offender analysis reports.

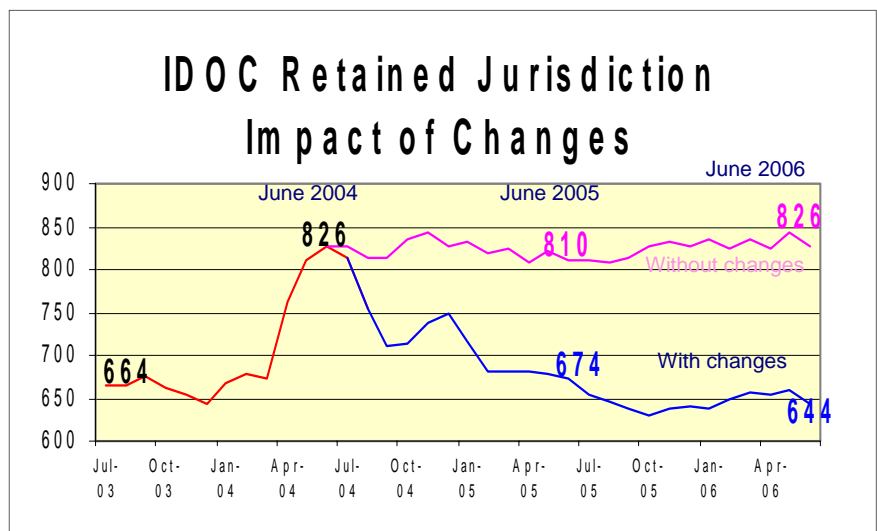
Population Growth

Even with the shortened stays, huge growth in the rider population threatened to clog the entire prison system this spring. Cottonwood's population grew from 369 to 420+ during the summer months (113% of capacity).

Temporary cots helped solve the issue.

Bottom Line Benefit

Department analysts anticipate that the **permanent changes** at NICI will offset rider population growth through 2007. These efforts will provide **\$1.6 million in cost avoidance in FY05** and will continue to pay dividends into the future.



The chart illustrates how long term changes on program length will impact the population into 2008. Admissions for male riders are expected to rise slightly in FY05, but because of the reduced length of stay at a more efficient program, the incarcerated rider population will actually decrease.

Cost Avoidance

Temporary and Permanent Solutions

Tents and cots at four facilities provided cost avoidance for the beds necessary to house the growing population. The added **temporary beds** cost approximately **\$13 per day**. Remodels and **permanent expansions** added 132 beds to prison capacity in FY04. These cost-efficient beds ranged in cost from **\$12.95 to \$24.12 per day versus \$42 jail rate.***

Cost Effective and Temporary

North Idaho Correctional Institution—Cots

Cost of cots:	\$98,000
Without cots:	\$575,800
Cost Avoidance:	\$477,800

Pocatello Women's Correctional Center—Cots

Cost of cots:	\$84,400
Without cots:	\$306,600
Cost Avoidance:	\$222,200

South Idaho Correctional Institution—Tents

Cost of tent housing:	\$66,500
Without tents:	\$471,800
Cost Avoidance:	\$405,300

Cost Avoidance FY05=\$1.1 million ←



Cots were added to the Cottonwood gymnasium.



Tents at South Idaho Correctional Institution.

Cost Effective and Permanent

South Idaho Correctional Institution CWC

Cost of CWC beds:	\$452,000
Without 100 CWC beds:	\$950,100
Cost Avoidance:	\$488,100

Idaho Correctional Institution—Orofino

Cost of added beds:	\$62,900
Without 32 beds:	\$402,200
Cost Avoidance:	\$339,300

Cost Avoidance FY05=\$827,400 ←

Total Cost Avoidance=\$1.9 million ←



The Department remodeled an agricultural building south of Boise to create a community work center.

**Jail rate does not include transportation, programming, processing or support fees associated with all offenders.*

Cost Avoidance Realities

Capacity

Prisons across Idaho have been near and over 100% of capacity for more than two years. As FY04 ended, prison facilities were at **103% of capacity**.

The number of state **inmates housed in county jails doubled** from Fiscal Year 2003.

If all inmates housed in county jails were absorbed into IDOC facilities the Department would be at **110% of capacity**.

There are currently no major capital construction projects funded.

Cost

Costs per inmate per day are at the lowest level in recent Department history. Some of the savings come from efficiencies such as monitoring food costs.

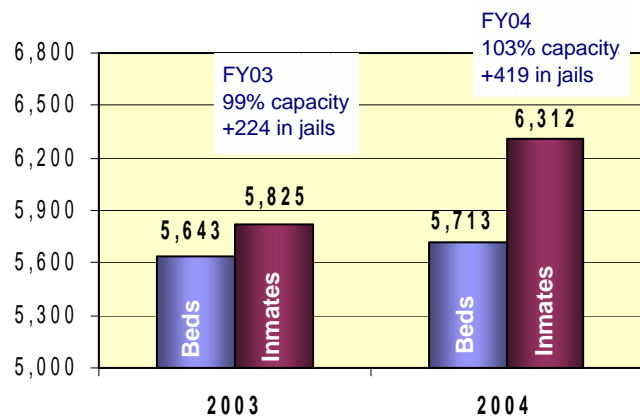
Most savings were generated from measures that are not long-term solutions, such as cots and tents. These efforts decrease costs in the short-term. Long-term, however, these measures increase risk and detract from the correctional best practices.

When measuring cost avoidance the Department uses the standard \$42 per day jail rate. The jail rate does not include costs such as transportation, programming, processing or support costs.

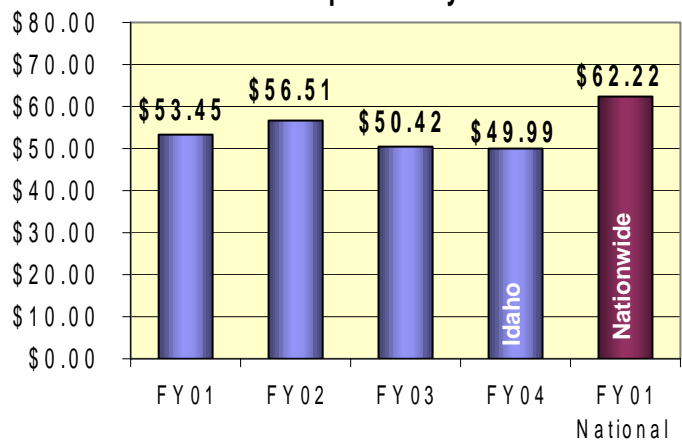
Staffing

Nationally, the average inmate to uniform staff ratio is **4.23 to 1**. At South Idaho Correctional Institution, tents increased the ratio to more than double that standard at **9.25 offenders to 1** uniformed staff member.

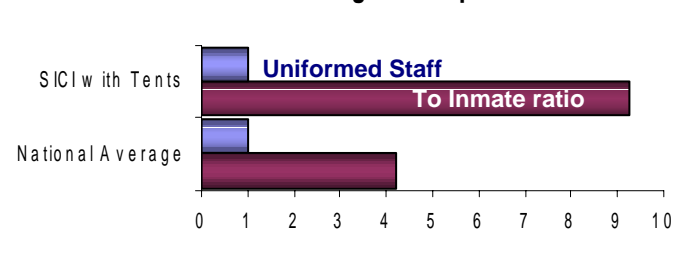
IDOC Bed Capacity vs Count



IDOC Average Prison Bed Cost per day



IDOC Staffing Snapshot



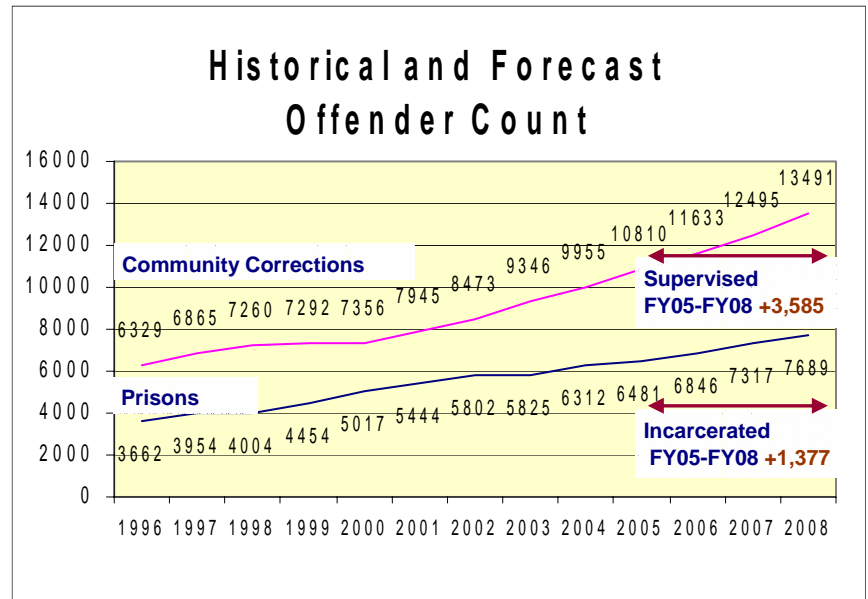
Offender Forecast FY05-FY08

Add 1,377 Inmates

The Offender Population Forecast for FY05 anticipates the prison population will increase by **1,377 additional inmates** over the next **four years**.

Community Corrections is expected to experience even more growth, adding nearly **900** new supervised cases each of the next four years.

The top line on the chart to the right visualizes how the number of probationers and parolees is forecast to increase at a faster rate than the prison population (lower line).



Shifting Focus

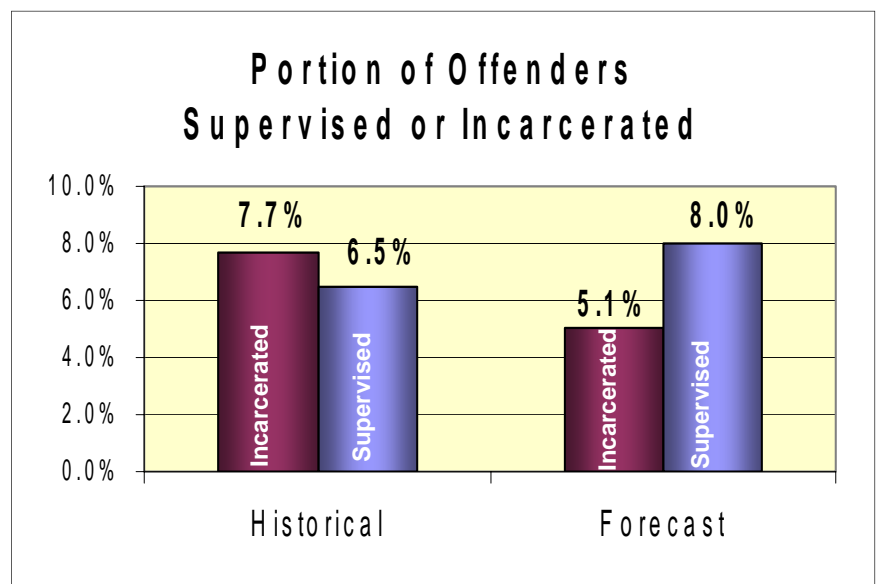
Historically, prisons have experienced a higher rate of growth than community corrections. Moving forward, the bulk of growth is expected to occur in probation and parole.

If this trend becomes reality, the prison population will grow by nearly 1,400 offenders by FY08.

This increase would have been much higher if not for a philosophical change in offender management initiated by Director Tom Beauclair, and accompanying business changes undertaken by the Department of Correction and its partners in the criminal justice system.

Creating the Forecast

The Offender Population Forecast is a collaborative product created each year by an Advisory Committee comprised of representatives from 12 different groups including legislative, criminal justice and university representatives. The Department research staff create and modify the model, conduct research and provide technical assistance.



Data from the forecast anticipates a larger portion of offender growth will be in the community. This is due to changes in business practices undertaken by the Department and criminal justice partners and funding by the legislature in FY03 and 04.

Programs

Offender Change

Corrections is often viewed as the agency that ensures public safety by locking up dangerous criminals. The reality is much different.

- Most felony offenders are supervised in the community: **9,955 offenders** were on probation and parole as FY04 ended.
- **3,243 offenders were released from Idaho prisons** in FY04.
- **98%** of all Idaho inmates will be released.

It quickly becomes apparent that reducing offender risk by providing opportunities for offenders to change is an essential part of the corrections mission.

Research indicates programs in prisons and in community corrections are the best way to reduce the risk that an offender will commit a new crime.

This means programs are the best way to ensure community safety.

Research

Treatment protects our communities

Effective research-based programs can reduce recidivism as much as 25% compared to no programming at all.

Programs Standardized

The Department made significant strides to standardize core programs during FY04. Boise State University professor Dr. Bob Marsh describes this effort in his report, *Hard Choices*, this way; "The department has embarked on a program to intervene in the lives of offenders with research-based programs that change inmate behavior, provide the taxpayers with good value and make the community a safer place."



Research indicates programs, education and vocational education all help build a stable base so offenders can remain crime free.

Programs Recognized

The Huskey and Associates Program and Capacity Assessment just completed states, "Under the leadership of Director Thomas Beauclair, IDOC has been recognized as a national leader in assessing the risk and needs of offenders and operating Core programs that will lead to reduced recidivism." The report goes on to warn, "these exemplary practices have been jeopardized by the severe crowding in IDOC facilities."

Accountability

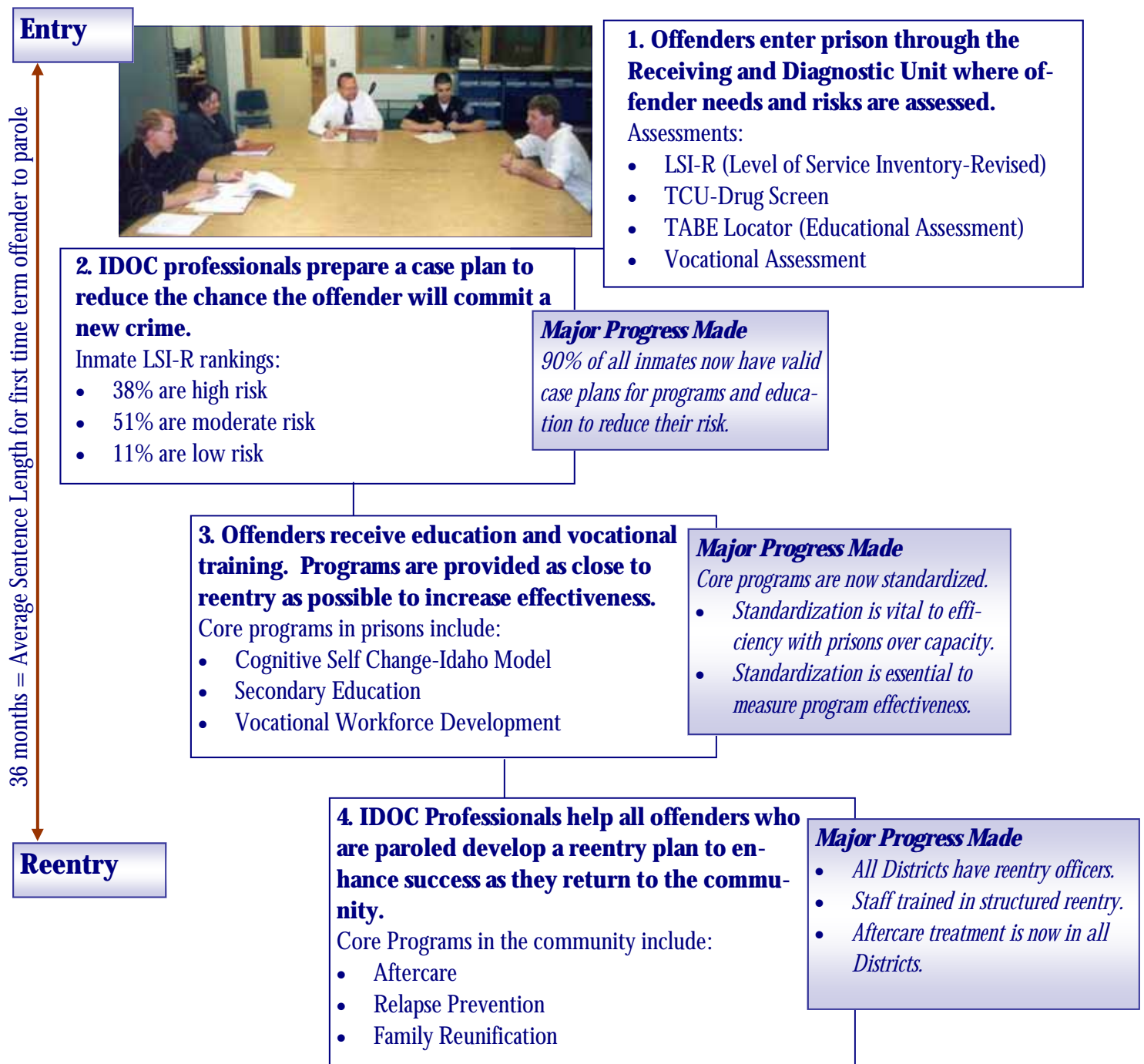
The Department has built the base, but are the programs working? It takes approximately three years of consistent delivery before program results can be measured. Results are not valid until offenders have completed the course of study, created new habits and then succeeded or failed.

The University of Idaho is currently conducting a three-year study to gauge program results. The study is the most comprehensive effort ever undertaken in Idaho to measure program effectiveness. The first year of this three-year process is just concluding.

Programs

Building Effective Programs From Entry to Reentry

The Department must offer the **right programs** at the **right time** to the **right offenders** to have the biggest impact on behavior. It all starts when the offender enters the institution.



Programs: Therapeutic Communities

Measuring Success

Therapeutic Community programs provided in the Idaho Department of Correction **have lowered recidivism** since 1999.

Offenders who have completed a Therapeutic Community (TC) are more likely to succeed on parole. They experienced a **36% revocation rate versus 44% for non-completers**.

TCs are designed to treat those who have substance abuse issues and are at the highest risk to reoffend.

Therapeutic Community Capacity

Assessments and case plans indicate that there are three times as many inmates needing a TC as there are beds available. 957 offenders within two years of release need a TC before reentry. Capacity is 408 beds.

Aftercare

Research indicates aftercare in the community enhances the results of programs such as the TC. The Department added aftercare programs in all seven districts to help enhance community safety by reinforcing positive behavior change.

Drug and alcohol rehabilitation specialists in District offices facilitate aftercare classes for Substance Abuse treatment, Therapeutic Communities and Cognitive Self Change.

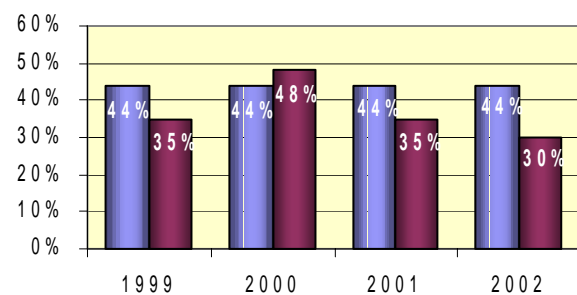
One TC graduate says aftercare helped him “maintain right thinking.” The former inmate is now in college and still participates in aftercare—as a role model for others.

Aftercare is a program proven to help offenders remain crime free. Aftercare helps keep communities safe.

Research Aftercare increases success

A California study found the recidivism rate for TC and TC Aftercare participants was 25% versus 67% for non-completers.

IDOC Therapeutic Community
Revocation Rates
Graduates vs Non-Graduates



The second bar shows the parole revocation rate for offenders who complete a therapeutic community. The first bar is the comparison group, those who didn't complete the TC. TC graduates had a success rate 8% higher than those who didn't graduate.

Creating a New Program

The Programs Standards Committee is changing

lives around the state. This group reviews current programs to make certain they are working and identifies new programs proven by research to reduce risk.

A Standards Committee evaluation confirmed that the original Cognitive Self Change was not producing the desired outcomes in Idaho.

They innovated a revised program, **Cognitive Self Change-The Idaho Model**. The Idaho Model is a more cohesive program that takes less time to deliver. Implemented in the fall 2003, the true measure for this program is two years away.

Innovations

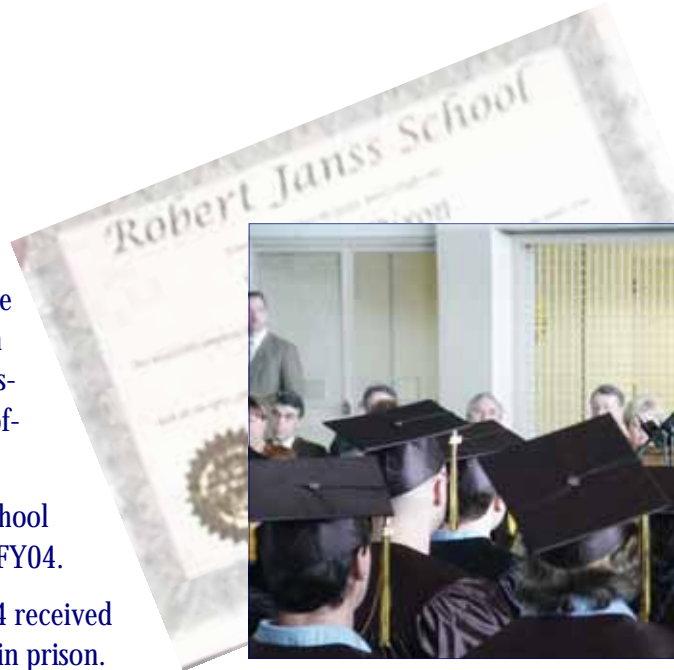
Program Successes

Offenders' Needs

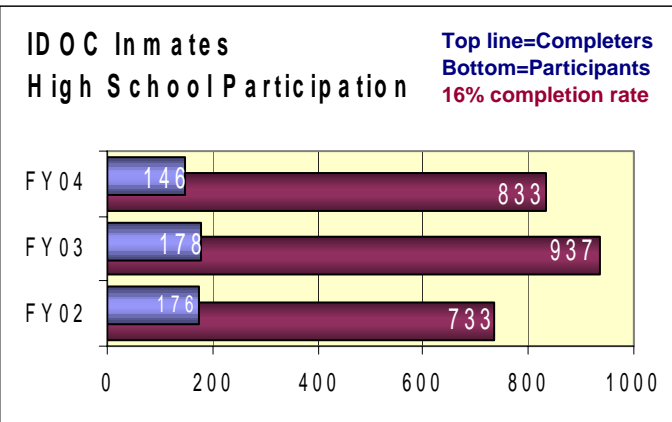
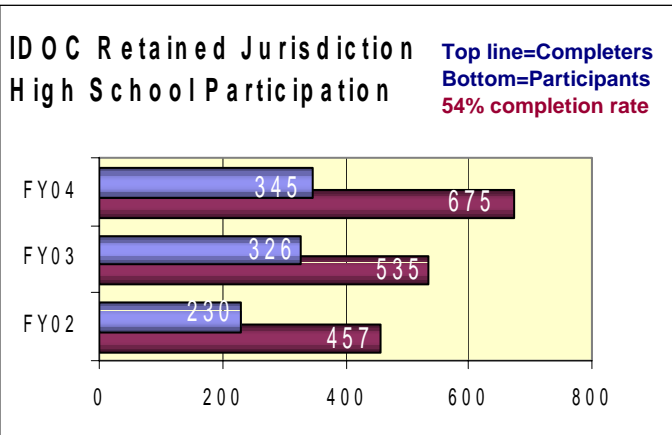
Nearly half of the offenders who are sentenced to prison do not have a high school education. Education is often assessed as one of the largest needs for offenders.

- The Department provided high school classes to 1,508 offenders during FY04.
- 22% of offenders paroling in FY04 received their high school education while in prison.

Research has demonstrated that offenders who do not have a high school education are more likely to recidivate than those who receive that education.



Governor Dirk Kempthorne challenged a graduating IDOC class to do great things. 72 offenders received certificates for completing secondary and vocational education courses.



Retained Jurisdiction

The retained jurisdiction (rider) program provides more intensive educational services than those for inmates sentenced to term.

- 54% of riders needing education completed their high school education while incarcerated.*
- A record number of riders completed their high school education in FY04: 345 riders graduated.

Inmates Sentenced to Term

Education participation for those sentenced to term fluctuates much more widely.

- 16% of those sentenced to term needing education completed their high school education.*

Term offenders participating in education may complete the course of study over several years. This impacts the completion rates. Analysts speculate they also utilize these courses to improve literacy and existing education rather than to pursue a degree.

**Percentages measured over a six year period.*

Reentry Realities

Most Inmates Leave Prison

Reentry is a hot topic nationwide, and with good reason. 98% of all Idaho inmates will be released. More than 650,000 offenders will be released from prisons nationwide this year.

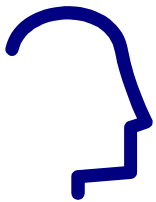
Idaho alone released 3,194 offenders in FY03 and 3,243 offenders in FY04. The FY03 figure is 78 percent higher than the number released in FY 1996 (N-1,790).

Who Are These Returning Inmates?

This is the basic profile developed by the Urban Institute using Department data.

Reentry Profile

- White, Male, Average Age 33
- 83% needed substance abuse treatment
- 33% served time for drug offenses
- 21% for violent crimes
- 46% for non-violent (non-drug) offenses
- Inmates served an average 1.7 years in prison



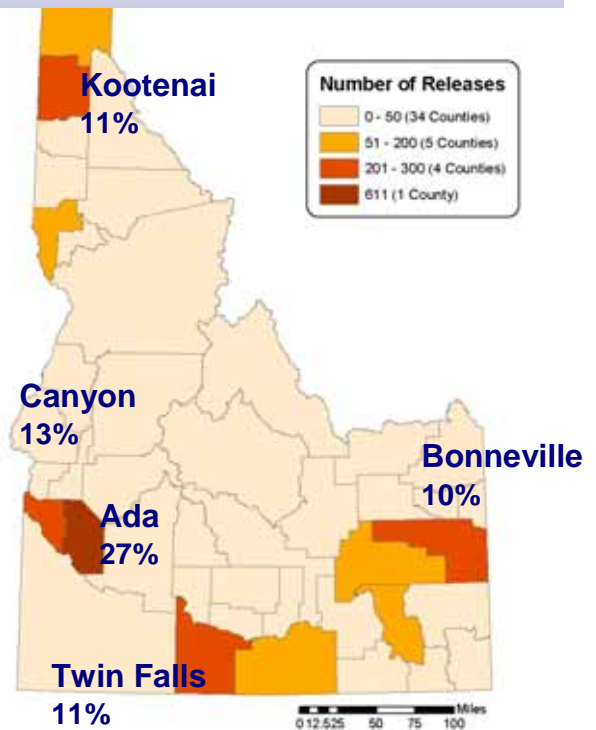
Reentry Academy

The National Governor's Association recognized the challenges presented by reentry. In 2003, the NGA launched the Prisoner Reentry State Policy Academy. Idaho is one of seven states selected to participate. The Academy's goal is to develop strategies to help governors and other state policymakers develop and implement effective prisoner reentry strategies that reduce recidivism.

Why Should We Care?

Inmates typically return to the community where their families live—they may be your neighbors. Research indicates some stabilizing factors can increase their success upon return to the community.

Idaho Inmate Releases to Parole



This chart prepared by the Urban Institute illustrates the number of supervised releases to each county in FY03. This represents those receiving supervision (2,239 of 3,113 releases).

The greatest number of offenders returned to Ada County, however it has the lowest per capita rate of returning inmates: 2.0 per every 1,000 residents. Twin Falls and Washington Counties have the highest rates of returning prisoners (3.9 per 1,000 residents), followed by Cassia County (3.6 per 1,000 residents).

The entire Urban Institute Report is online at corrections.state.id.us

Building Bridges for Reentry

History Lesson

Not that long ago, offenders received \$20 gate money as they left prison and not much else. Now, the Department has a team approach to reentry that bridges the transition from prison to community.

Case Plan

Reentry now begins as the offender arrives in prison. Each offender's needs are assessed and counselors create a case plan to help them change any anti-social behavior.

Case plans include specific goals for reducing an offender's risk through programming and education. Each plan also builds a bridge back to the community by mapping out an offender's successful return.

As of July 2004, 90 percent of all offenders in prisons around the state had valid case plans. This is a major improvement from last year.

Reentry Teams

As an offender nears release, case managers inside the facility make certain they have all programming requirements fulfilled. The case worker connects with reentry officers to overcome any reentry road blocks. All seven Idaho Districts have a reentry officer assigned to manage this population during this important transition time.



When the prison gates open and an offender is released a reentry team has planned with the offender so they can succeed in the community.

Research

Housing improves success

A Georgia study of probationers and parolees found a 25% increase in the likelihood of arrest each time an offender changed residence.

Keys to Success

One key to successful reentry is a place to live. Reentry officers confirm an offender's housing is appropriate before they leave the facility.

The reentry officer signs the offender up on parole within hours of release and immediately sets the post-release standard for success. Those standards include required programming and treatment to address and reinforce pro-social behavior.

Research

Job stability is key

The same Georgia research charted that for each month of employment, the risk of re-arrest for parolees decreased 30%.

Partnering for Success

A job is another key for offenders reentering communities. A major bridge was built this year to provide more job skills for offenders through an agreement with the Division of Vocational Rehabilitation. A Memorandum of Understanding places a voc-rehab counselor in the prisons south of Boise and in Pocatello.

This service allows offenders to qualify for voc-rehab services so they move into the community with that support in place. Previously, there was a potential lapse. This new agreement adds stability at a time when offenders are most vulnerable.

Mental Health and Reentry

Idaho Mental Health Coalition

Idaho's prisons house more people with mental illness than Idaho's mental health hospitals. Recognizing a need to enhance the Department's mental health delivery system, Director Tom Beauclair created the Idaho Mental Health Coalition.

The Department applied to the National Institute of Corrections for a technical assistance grant. The funding allowed the Department to assess the correctional mental health delivery system as well as launch the Coalition.

Innovations

This pioneering effort brought together a broad-based group of partners from government, private, non-profit, and community groups.

The Coalition's Focus

Coalition partners agreed the best way to enhance community safety is to bridge the gaps in mental health care between prison and community.

The Coalition's Actions

- **Information:** Coalition partners have recommended a statute to allow for the sharing of medical information.
- **Resources:** A comprehensive resource inventory has been developed to identify resources available.
- **Training:** Coalition partners are committed to share training opportunities to reduce costs.
- **Programs:** Criminal justice and community partners will review and integrate treatment programs.
- **Education:** The Coalition seeks to provide more research-based facts and offer solutions on Mental Health issues.

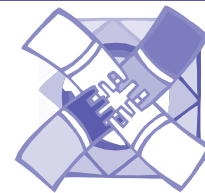
The goal is to make Idaho communities more safe.



Mental Health Profiles

1 in every 5 inmates housed in Idaho prison facilities has a mental health issue.

- 19% of all incarcerated Idaho inmates in IDOC facilities receive psychotropic medicine (N=996 offenders-July 2004)
- Health care for mentally ill offenders housed in Idaho adult prisons cost **\$1.34 million in FY04**
- Approximately **325 inmates receiving mental health treatment** while incarcerated **will be released** this year



Mission

We will create a continuum of care between communities and the criminal justice system to manage mental health treatment for offenders **and positively impact community safety.**

Vision

We will create a **continuum of care** for mental health offenders so effective that it reduces the need for incarceration, increases the probability of **restorative living** for those impacted and enhances **community safety throughout Idaho.**

Department Leadership

The Director



Tom Beauclair has served as Director since 2001. He has nearly 30 years of experience in the Department.

Key Initiatives 2004

- Launched the Mental Health Coalition
- Implemented first web-based Offender Management System
- Co-sponsored first Western Regional Director's Meeting

Honors

- Named as President of the Western Association of State Correctional Administrators

The Board of Correction

The Governor appoints the three-member Board of Correction.

The Board provides oversight for the Department.



Ralph Townsend serves as the Board Chairman. Townsend is a former Assistant State Adjutant General and commander of the Idaho Air Guard.

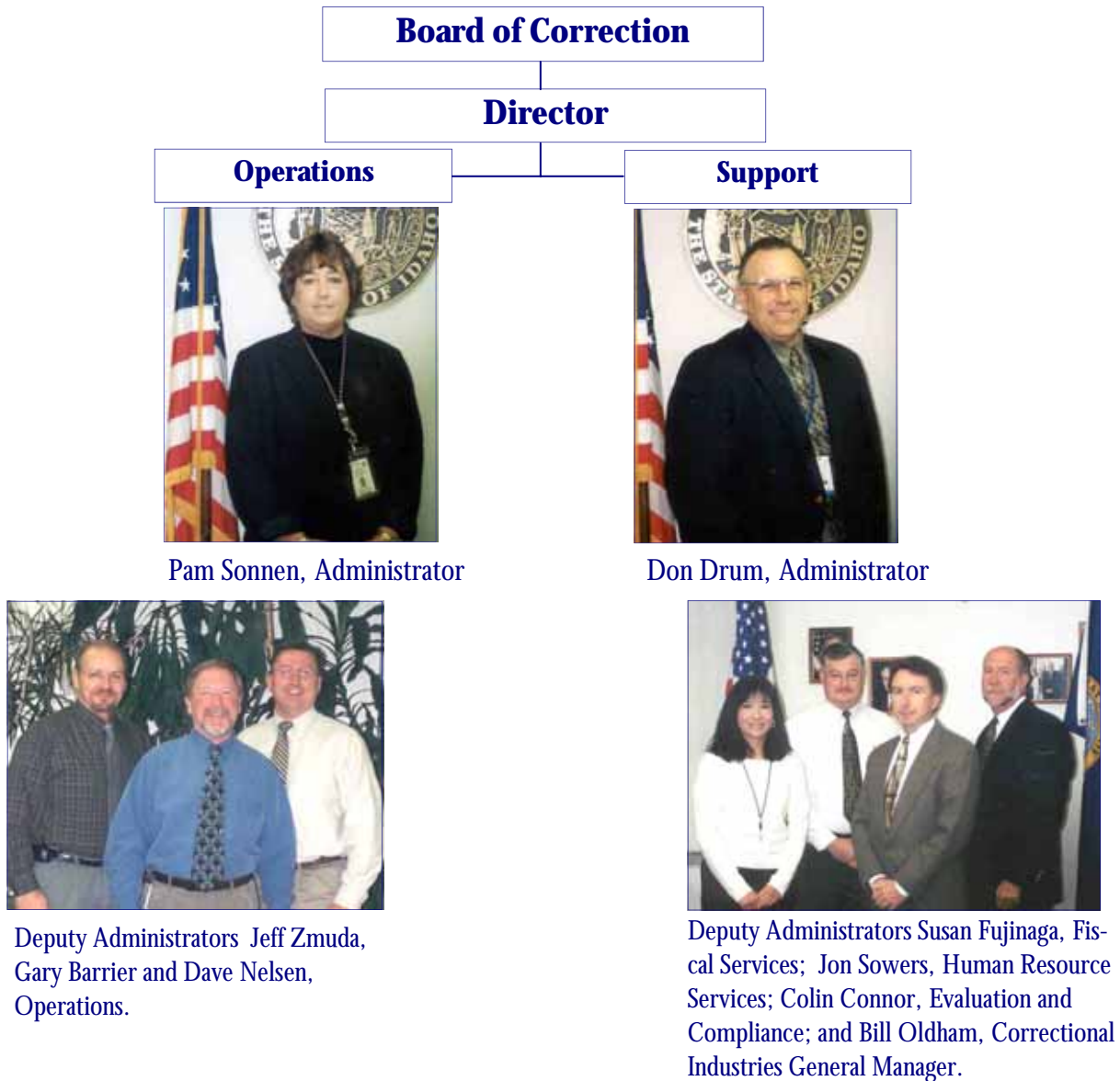
Carolyn Meline is currently a member of the National Association of Local Boards of Health and a former Bannock County Commissioner

Dwight Board is an attorney for a Boise law firm and a former U.S. Bancorp Executive.



Board members reviewed construction progress at the Idaho Maximum Security Institution during their August meeting.

Department Leadership



Key Initiatives 2004

Operations

- Standardized programs statewide
- Established and implemented Reentry Plan
- Disciplinary policy changed offender behavior

Support

- Project development of new information system (CIS)
- Managed installation of IMSI security system
- Comprehensive oversight of medical contract

Institutions-Milestones

North Idaho Correctional Institution (NICI) Opened December 1974, 30 years of Service

Capacity: 369 Warden: Lynn Guyer HC3 Box 147 Cottonwood, ID 83522

The retained jurisdiction program at Cottonwood focuses on programming and education for offenders. They remain under the jurisdiction of the court. If they succeed in the program they are sentenced to probation. NICI awarded 250 GED's in FY04. The facility offers substance abuse programming, including the intensive 90-day "New Directions" program.



Offenders in the NICI community model unit give a thumbs up to the program. Community models are living units where offenders develop pro-social living skills.

Idaho Correctional Institution-Orofino (ICIO) Opened April 1984, 20 years of Service

Capacity: 509 Warden: Kevin Kempf Hospital Dr. North #23 Orofino, ID 83544

ICIO is the only Idaho facility that houses all custody levels. It houses close, medium, minimum and community custody male offenders. This facility also manages a high number of mental health offenders and those in protective custody. ICIO offers a Therapeutic Community, education and includes a 100-bed work camp for low risk offenders.



This aerial photo shows ICIO as it is today with all the expansions. Originally a state hospital, the facility was converted to a prison for females in 1984. When it opened one wing provided 56 beds for offenders. With expansions this facility now houses 509.



Institutions-Milestones

Idaho Maximum Security Institution (IMSI) **Opened October 1989, 15 years of Service**

Capacity: 552 Warden: Greg Fisher P.O. Box 51 Boise, ID 83707

IMSI is the state's highest security prison. It houses Idaho's most violent offenders, including offenders sentenced to death and a large number of mental health offenders. IMSI's tier C is the site of the Idaho Secure Mental Health Facility.



Computer screens, video cameras and clear glass floors were recently installed at IMSI as part of the new security system.

Pocatello Women's Correctional Institution (PWCC) **Opened April 1994, 10 years of Service**

Capacity: 279 Warden: Brian Underwood 1451 Fore Road Pocatello, ID 83204

PWCC is Idaho's only institution to house all custody levels of females. All incarcerated females have their needs assessed at this facility in the receiving and diagnostic unit (RDU). PWCC offers an infirmary for medical needs. Those sentenced to death and close custody females are housed here.



The PWCC Color Guard presented the colors during the institution's ten year anniversary ceremony.

Institutions-Expanding Missions

South Idaho Correctional Institution (SICI) **Opened 1986**

Capacity: 659 Warden: Ken Bennett P.O. Box 8509 Boise, ID 83707

SICI is a transitional facility. It houses minimum and community custody offenders nearing release. The Parole Release Center houses a therapeutic community that is recognized nationally as one of the top TCs in the country.



An agricultural building was remodeled to provide housing for community custody offenders. The SICI-CWC houses 100 offenders at a site located one mile away from the SICI compound.

St. Anthony Work Camp (SAWC) **Opened 1991**

Capacity: 125 Manager: Jerry Johnson 125 N. 8th West St. Anthony, ID 83445

St. Anthony provides offender workers for potato processing plants and fire crews. Minimum and community custody offenders are housed at this facility.



Offenders are helping to remodel another section of the building that houses the work camp. The expansion adds 75 permanent beds to St. Anthony's capacity. Those added beds bring St. Anthony's capacity to 200.

Institutions

Idaho State Correctional Institution (ISCI)

Opened 1974

Capacity: 1338 Warden: Randy Blades P.O. Box 14 Boise, ID 83707

Idaho's largest facility is an important hub for male inmates. Offenders enter prison through ISCI's Receiving and Diagnostic Unit (RDU) for an initial assessment. An infirmary provides care for geriatric and chronically ill offenders. Most offenders housed here are medium custody.



All male offenders do a series of assessment as they arrive at ISCI. Department professionals use that information to create a case plan designed to help offenders change their behavior and reduce risk.

Idaho Correctional Center (ICC)

Opened July 2000

Capacity: 1272 Warden: Jeff Conway P.O. Box 70010 Boise, ID 83707

ICC houses medium and minimum custody male offenders. The Corrections Corporation of America runs the facility. ICC is Idaho's newest prison facility. It was built for efficiency.



Warden Jeff Conway presents the mission during the institution's accreditation process. The American Correctional Association gave the facility a score of 100 percent during its accreditation.

Institutions

South Boise Women's Correctional Center (SBWCC)

Opened December 1998, Converted to female facility March 2002

Capacity: 120 Lieutenant: Christy Presley 13200 S. Pleasant Valley Rd. Kuna, ID 83634

SBWCC houses the court retained jurisdiction program (rider) for female offenders. SBWCC staff assess the riders on their behavior and program participation, and recommend to judges whether the offender is ready for probation. The program is specifically designed for women.



Grant funding pays for this "Building Healthy Relationships" class at the South Boise Women's Correctional Center.

**All institution counts are as of June 30, 2004 and do not include tents or cots.*

Female Population



Female offenders check in at the Ada County Jail. The Department signed a understanding to house 68 females in the county jail. A drug and alcohol rehabilitation specialist provides services for the women housed at this facility.

Over Capacity

Female inmates were the fastest growing population group in the Department, a trend seen over the past decade.

The Department has **beds for 495** women in the retained jurisdiction facility, a community work center and the Pocatello prison. **There were 689 female inmates**, a gap of nearly 200 beds.

To help alleviate this bed shortage, the Department contracted with Ada County to house females.

A Program and Capacity Assessment indicates more than half (52.2%) of the women admitted to Idaho prisons are low to moderate risk and would be eligible for community-based facilities and programs.

Core Needs for Women

- 79.8% assessed need intensive substance abuse treatment
- Nearly two-thirds need educational support
- 58.1% assessed as needing cognitive restructuring
- More than one third need a therapeutic community

Community Work Centers

A Million Dollar Deal

Community Work Centers represent a million dollar deal for the state of Idaho. The 400 plus offenders living and working out of these re-entry centers **contributed more than \$1.34 million dollars** to the Department of Correction. If an offender meets the rules for working in the community they are allowed to transition to work centers during the last part of their sentence or prior to parole. Work centers allow them to get a job, save money and re-establish ties with family and friends.

CWC Costs

CWC beds are the lowest cost beds in the department at just under \$35 per day. When you subtract almost \$9 a day generated by the residents paychecks, these beds cost \$25.67 per day.

CWC Benefits

CWCs fuel economies. One study found a 100-bed work center adds \$1 million to the local economy each year of operation. The Department receives 25%* of each workers' pay to help defray costs associated with housing them and transporting them to jobs.

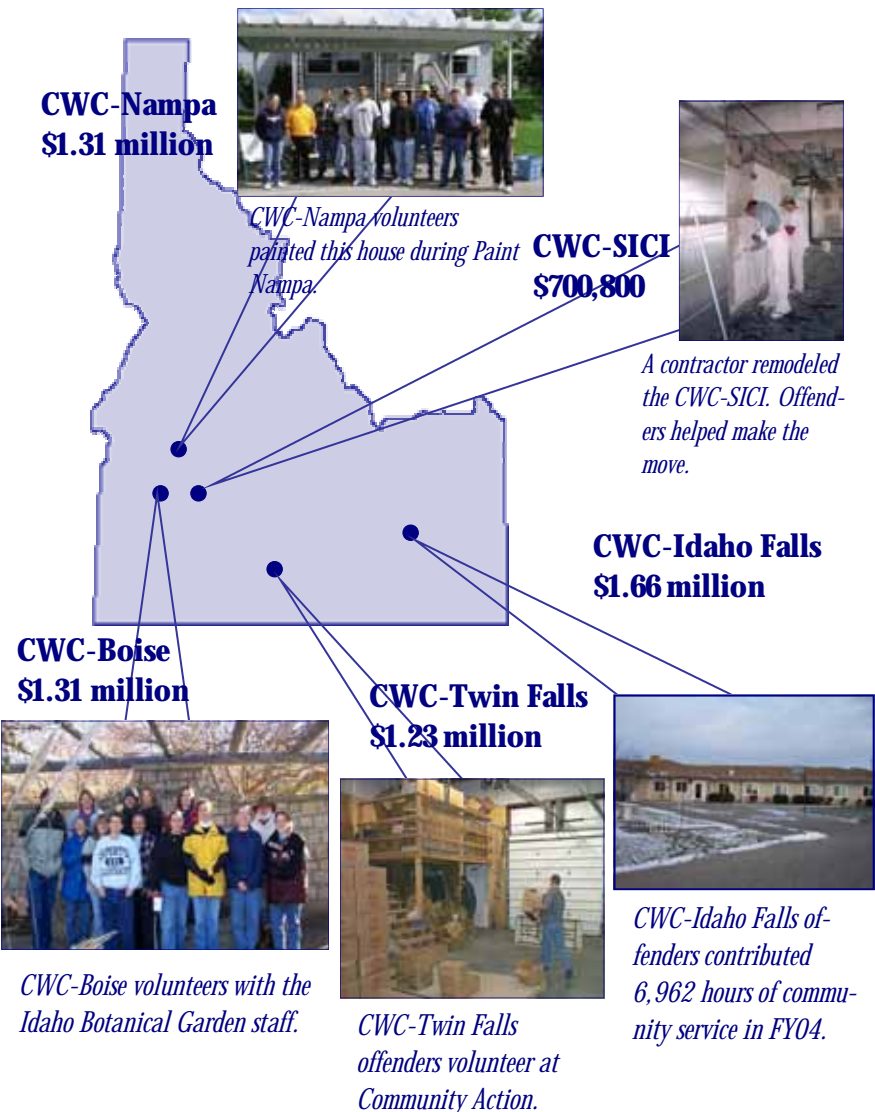
Work center residents donated more than **9,500 hours of community service**** last year.

CWCs reduce recidivism. Offenders who spend nine months or more in a work center reduce their risk of committing a new crime by 10%. (*IDOC Work Center Study 2003*)

**Effective October 1st, the living cost and transportation fee increased to 30%.*

***Community service hours are from October 2003 to June 2004.*

Community Work Centers Residents Earnings and Volunteer Projects



Idaho has five community work centers, four for males and one for females.

Districts

Number One Issue: Drugs

Probation and parole officers face the same major issue facing all law enforcement agencies—the proliferation of drugs in our society. Statewide, more than **21,000 urine tests** were given to offenders in communities during the year. About **18% of those came back positive** for drugs or alcohol.

Alternative Sanctions

Probation and parole officers use alternative sanctions to address offender behavior issues and drug use when possible. This keeps offenders on track in the community.

An offender caught relapsing may be required to report for programs more often. An officer might also add an earlier curfew. Discretionary jail time is also used to put offenders back on track.

If community safety is an issue there is no alternative sanction. Officers give the offender a violation and lock them up. Probation and parole officers around Idaho made more than **1,500 drug-related arrests** during FY04 to keep communities safe.



Twin Falls probation and parole officers discovered methamphetamine in a silverware drawer, and marijuana in a kitchen freezer.

Ensuring Community Safety

Probation and parole officers seized more than 8,700 grams of methamphetamine and 9,400 grams of marijuana during FY04, often working in conjunction with local law enforcement agencies.

Realigning Resources

A continuing effort to streamline services meant a change for Probation and Parole District offices statewide. All interstate compact cases were moved to a centralized Interstate Compact Office. A four member staff coordinates with all other states to manage more than 1,100 cases. These are Idaho parolees or probationers managed by other states but tracked by the Department. This centralized tracking frees up resources in the field to manage the offender caseload that grew by **609 offenders in FY04**.

The number of Idahoans on probation and parole is expected to grow by **855 offenders during FY05**.

District Offices

District 1 Coeur d'Alene

Manager: Bruce Kuennen
769-1444

District 2 Lewiston

Manager: Sue Storm
799-5030

District 3 Caldwell

Manager: Rich Hammond
799-5030

District 4 Boise

Manager: Greg Lewis
334-3190

District 5 Twin Falls

Acting Manager: Dawn Anderson
736-3080

District 6 Pocatello

Acting Manager: Wally Peterson
237-9194

District 7 Idaho Falls

Manager: Terry Kirkham
528-4220

Construction

Remodeling

The Department had no major capital expansions during FY04. Construction efforts focused on maintaining existing facilities and some minor expansions through remodeling existing facilities. Currently the Department is over capacity with 400+ offenders in county jails. No substantial capital construction projects have been approved.



IMSI/ICIO Locking Systems

Cost: \$3.6 million Completion date: January 2005 and May 2005

Contractors replaced the security electronics system throughout the Idaho Maximum Security Institution. Clear floors and cameras were added to increase security at Idaho's most secure facility. The system also includes new fire alarms. The 15-year-old system was failing with cell doors opening without warning.

Idaho Correctional Institution-Orofino will have a similar locking system installed early next year.

SICI Annex

Cost: \$1.09 million

Opened: September 2004

Capacity: 100 beds

An agricultural building was converted to a facility to house community custody offenders. Federal dollars were used to create these needed community beds.



SAWC Annex

Cost: \$506,000

Opened: December 2004

Capacity: 100 beds

Offender crews provided much of the labor needed to convert another portion of the St. Anthony Work Camp building into more housing for offenders. Offenders installed sheetrock and painted the walls. A contractor did the electrical and mechanical work for the expansion of the work camp.

Boise Women's Facility

Cost: \$2.5 million

Completion date: Summer 2005

Federal dollars will be used to add a 128 bed facility for women south of Boise. It will be constructed next to the South Boise Women's Correctional Center. The project was bid in October 2004.

Budget

Funding

The Legislature appropriated \$124 million to fund the Department of Correction in FY04. The pie chart to the right provides a quick glance of how the funding was spent.

Offender Housing

Most costs are related to housing and supervising the 6,300 offenders incarcerated around the state. **Three-quarters of all funding goes to offender housing and security** in institutions.

Community Corrections and Programs

Community Corrections managed nearly 10,000 offenders in FY04. Officers and service to manage that population represent 11% of the budget.

Offender programs account for three percent of the budget. A program and education **staff of 138** manage services for **more than 16,000 offenders** in prisons and the community.

Administration and Other

All support functions such as budgeting, information technology, tracking offender records and transport are part of the category called administration in the chart. This support is 8% of the budget.

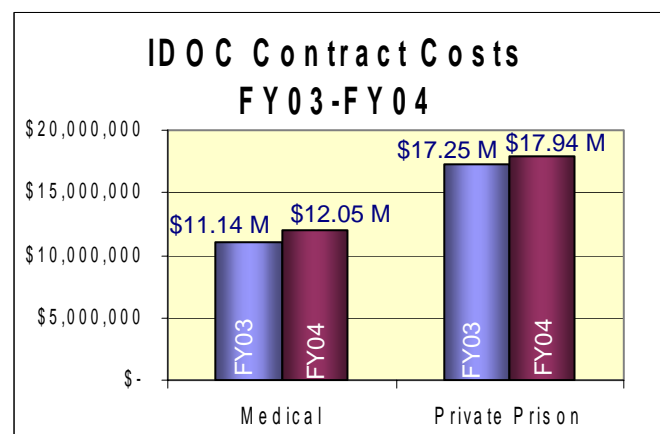
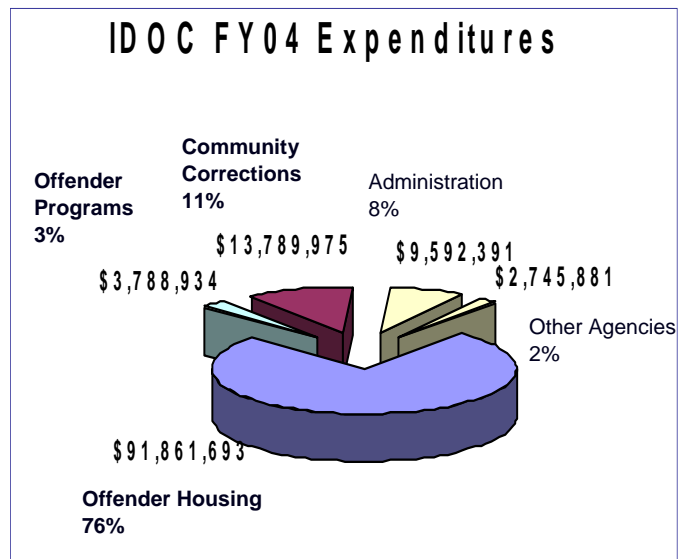
The Department also provides budget and support functions for two separate agencies, The Commission for Pardons and Parole and Serve Idaho.

Increasing Costs

The Department has two major contracts with fixed costs and fixed cost increases. These two expenditures represent nearly one quarter of the Department budget.

- Prison Health Services provides contract medical services. The **annual increase is 4.5%**.
→ With added offenders the contract cost **increased 8.3%**.
- The Corrections Corporation of America is contracted to run the Idaho Correctional Center (ICC).
→ The contract costs **increased 3%** in FY04.

The \$4 million bond payment to purchase ICC was moved to a different fund.



Medical and private prison costs continue to increase. This chart illustrates the change in the contract costs between FY03 and FY04. Medical costs increased 8.3% from FY03 to FY04.

Innovative Technology

Leading the Nation: OMP Launched

Imagine an **information system so comprehensive** that offenders' central files are just a computer mouse click away.

Idaho is on the leading edge in implementing a complete offender management system where all information is managed via the web.

The Department launched one piece of this system in June. The **Offender Management Program (OMP)** tracks offenders programming and education progress via the web.

OMP is like moving from a typewriter to a modern computer. Instead of relying on files hundreds of pages thick, offender information will be easily entered and accessed from an options menu.

Innovations



Idaho Information Technology staff are leading the way to a more efficient offender data base.

Correctional Integration System

The web-based OMP is just the first part of a very **powerful information system**. The larger system is called the Correctional Integration System. CIS will upgrade information technology applications for correctional systems in Idaho and around the nation.

The programs module (OMP) is the first piece. The Department is currently testing a second module that manages information in institutions. Also in test phase is a third module to manage all information for probationers and parolees.

Accountability

When these three modules are in service, the Department will have 1200 tables of electronic information. That is four times the amount of data currently available for review and tracking of performance.

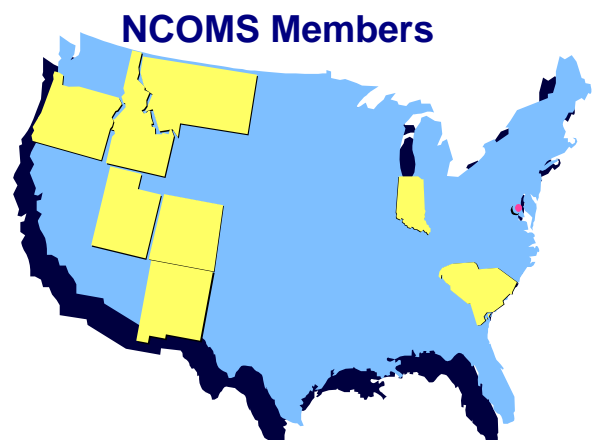
If implemented with enough support, this information system will bring the Department fully into the information age.

NCOMS

Idaho is one of eight states that are part of a national consortium to develop a system that could become the national standard. The National Consortium for Offender Management (NCOMS) was organized to develop, maintain and share CIS.

Consortium members receive the multi-million dollar information system free. All members share innovations with all members.

Idaho's fast web-based platform has been shared with member states. Other states are also adding value with new innovations.



The eight states highlighted are currently in the consortium members. Eight other states have inquired about CIS.

Correctional Industries

Business Turn Around

The economic downturn created many challenges for Correctional Industries (CI) during the past three years. The government and private sector cut back on purchasing the durable goods produced by CI, impacting the company's bottom line.

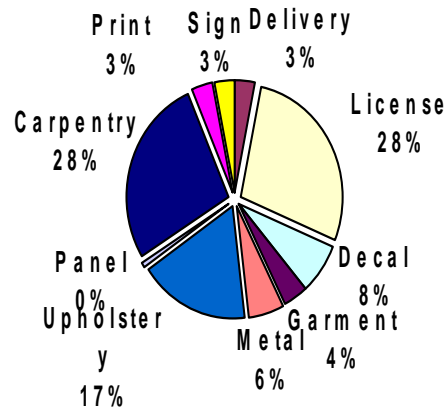
Beginning in 2004, CI initiated a three-pronged approach to meet the challenges of a slowly recovering economy. The major areas of emphasis were:

- Market Expansion
- Product Selection
- Improved Salesmanship

The new approach has worked. CI experienced a 10% increase in annual sales along with a 17% improvement in gross margin and a 18% reduction of indirect costs.

The improvements resulted in a significant turn around from the previous year. CI reported a net income loss of \$186,158 for FY04, compared with over \$900,000 for FY03. The work is paying off. CI is in the black for FY05.

Correctional Industries Sales FY04



Furniture making (carpentry) and license plates account for more than half of CI sales.

Security Enhancements

Correctional Industries initiated new measures to enhance security. Global Positioning Satellite (GPS) technology is used to track all delivery activity. Delivery crew are randomly rotated to ensure safety.

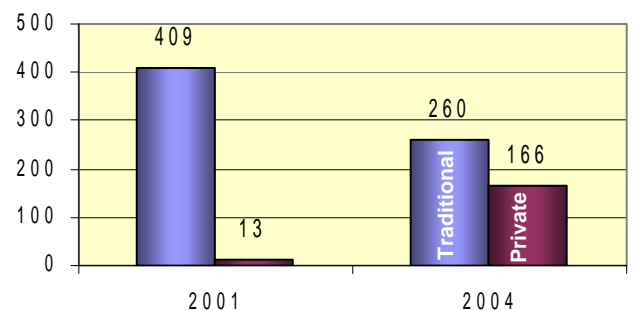
More Job Training for Offenders

Correctional Industries provides jobs and vocational training for incarcerated offenders. Offenders learn skills such as inventory management, printing, carpentry, metal fabrication, furniture and garment manufacturing.

In 2001, 99% of offenders employed by CI worked in institutional industries inside prison walls. *(Chart to right)* Today, there is a better balance; 62% are employed in those traditional industries while the remainder are employed by private businesses through the Prison Industries Enhancement (PIE) program.

Jobs enhance efforts to prepare offenders for release.

Correctional Industries Work Force Changes



The chart illustrates a shift in focus over the past three years to work more with the private sector. The first bar represents traditional Correctional Industries jobs in prisons. The second bar illustrates the number of offenders employed in the private sector through CI.

IDOC Strategic Plan

Overview

The purpose of this strategic plan is to guide our behavior and decisions each day. This is an overarching document. It should be used as a starting point for each institution and district office to develop their own plan to move the department forward with its mission, vision and values. It is a living document and will change as current objectives are accomplished and as changes are needed.



MISSION

Our mission is to protect the public.

We safely manage offenders, provide opportunities for offenders to change, and successfully return offenders to communities.

VISION

To develop an organization respected for its professional integrity and ability to protect its communities, where each person actively participates in offender accountability and readiness for change.

VALUES/GUIDING PRINCIPLES

- We encourage open dialogue and feedback
- We commit to helping others
- We commit to the professional success of others
- We serve the entire organization
- We believe people can change
- We respect and appreciate each other's roles and contributions
- We are flexible
- We focus on quality
- We model what we value
- We are fair and consistent
- We foster dignity and respect for staff, offenders, and the public
- We are honest

Philosophical Statement of Intent

We envision a corrections system staffed by professionals recognized as a force for changing lives. We are effective and efficient. We match security levels to offender risk in prisons and the community. We work as a partner in the community, serving with other criminal justice and social service agencies to provide a comprehensive integrated system. We provide change opportunities for offenders.

KEY GOALS

Goal 1: Promote the professionalism of our department.

Intent: We support our professional work force through training, opportunities for advancement and fair compensation.

Goal 2: Facilitate open and honest communication both internally and externally.

Intent: We are committed to enhancing open communication internally and externally.

Goal 3: Initiate, support and encourage positive change within our organization, the criminal justice system, and our community.

Intent: We use research-based programs and activities to provide opportunities for offenders to change.

We will create and embrace better ways of managing offenders in facilities and the community.

We will build partnerships to enhance public safety.

Goal 4: Operate as a fiscally responsible, quality-driven organization.

Intent: We will standardize business practices to maximize efficiency and quality. We are committed to implementing the Correctional Integration System and maximizing its use as an effective offender management tool and quality control instrument.

Appendix document is available as separate document.



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